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Date: 6/3/78 By: [redacted]

MEMORANDUM FOR: Director of Training

THRU: Chief, Intelligence School

SUBJECT: Operational Management Seminar for FE Division

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1. Summary. An Operational Management Seminar (Management Special No. 5) was presented to 14 supervisors of the FE division, 7 to 18 January 1957. The two-week, 38 hour presentation was conducted jointly by [redacted]. Meetings were held each morning in the FE division conference room, 2015 J building. The course was given for and aimed at supervisors at branch and desk levels. Neither the division chief nor deputy division chief participated as students, but the division chief did appear for a short lecture and question period the last day of the course. The presentation was warmly received by those participating, and with some qualifications expressed below, we consider the offering a success.

2. Course Inception and Course Objectives. This presentation was a direct outgrowth of the two presentations for the FE division in May and June, 1956. In July, several members of Branch II of FE inquired of the FE Division Training Officer as to the possibility of a similar course for their Branch only. After discussing the matter with the FE Training Officer, we indicated our preference for a division-wide course. We were later contacted several times concerning possible approaches and possible dates, and on 3 October, a formal request signed by the FE Executive Officer for the division chief was received. At this point the proposal became "lost in channels"—partially due to the reassignment of both the Executive and the Administrative Officer—a phase best left unreported. In November, at the request of the Acting Administrative Officer, we prepared a prospectus for the briefing of the Chief, FE (which it appears was never seen by him), but it was not until 21 December that we were able to arrange a meeting with [redacted]. After being assured of his assent, we agreed (contrary to our announced preference) to a presentation at which neither he nor the deputy division chief would be present. In a meeting with the new administrative officer on 26 December, a presentation to begin 7 January was agreed to. This gave us 6 working days in which to prepare the course, all of which [redacted] had planned to take as annual leave. Part of his leave was forfeited, and during this time as many interviews as possible were arranged with members of the FE division.

In the short time remaining, it proved impossible either to fully study the division, or to determine the needs or desires of either the

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division staff or of the participants. However, the sharpness of intent on the part of the sponsoring division, clearly expressed in other special presentations, was lacking, and neither at this time, nor at any time during the previous six months of negotiations did any member of the FE division provide a clear expression of what the objectives of the course should be. The course as finally presented combined the results of our experiences with the SR presentations, some recommendations by former FE participants in the Basic Management course, and our own best judgment, as the course progressed, of what was pertinent and appropriate. The lack of a clear mutual understanding as to the objectives of the course prior to its commencement plagued us, to some extent, throughout the presentation.

3. Attendance, Course Content, and Response. The class as finally constituted consisted of the Chief of the FE [] staff; the Deputy Administrative Officer; the FE personnel and budget officers; one branch chief; two deputy branch chiefs; and seven other supervisors in grades 12-14, 4 of whom were from []. The executive officer, who had originally enrolled in the course at our urging, attended only one day. (A list of students is attached as Annex A.)

Despite the interviews, we had expected to find a closely knit group comparable to that found in our other special presentations, but, surprisingly to us, some of the participants, several of whom had just returned to Headquarters, were strangers to one another, and some seemed not entirely aware of the functioning of the division or the DD/P. Several participants had met the division chief only the week before and were not familiar with some of his ideas. Thus, the presentation had unanticipated by-products—the introduction of members of the division to each other and the dissemination of some of the ideas of the division chief concerning his objectives for the division.

The objective of the program, as presented to the group on the opening day, was simply that of providing those attending with time away from their jobs to think about the nature of their management and supervisory responsibilities, and a place to analyze and discuss management problems peculiar to the DD/P and the FE division. The individual presentations approximated those given in the special presentations for the SR division. However, one new case was developed and several lectures were added: at the request of the class, [] of the Management Staff outlined to the group the functions of the Management Staff and discussed with them management problems in the Agency as he saw them; Mr. Lyman Kirkpatrick appeared as a part of the regular presentation; and [] appeared for a short lecture and question period which was cut short by the existence of a previous appointment. (A copy of the orientation notes and a list of lectures and discussions are attached hereto as Annex B and C.)

Despite the original lack of definition in the requirements placed upon us, the participants appeared to believe the material presented of

value to them and the majority of the participants appeared to be interested throughout the two-week program. A few of the more favorable comments taken from the critiques (attached as Annex D) are as follows:

"A well planned and skillfully executed course."

"... a considerable goose toward doing some things now which I have been putting off."

"... the course was stimulating and effective in making me look at and evaluate my job."

"The course will have a lasting effect on my job performance.... It has increased considerably my perspective on my management problems."

"Have already implemented several things I've learned."

"An excellent course I feel this course could be adapted and presented advantageously to our senior supervisors."

"This brief exposure has whetted my interest. It has brought into focus for me some of my own shortcomings and I hope will spur me on to be a better manager."

That the students indeed thought the course of value is confirmed by expressions of interest in further training by 13 of the 14 participants, and by a just-received request from FE for a second seminar.

In contrast to the favorable responses, there were, of course, a number of suggestions regarding the emphasis, or lack of emphasis, placed on certain topics. As was to be expected, a few sessions were not well received. There were also comments to the effect that some of the material was pitched to too high a level, or was not directly applicable to the problems of the small units in the FE division with which these supervisors were concerned, for example:

"More pinpointed case problems by (of) seminar members..." [are needed]

"I should like problems and discussions to be more closely related to Hq. and field problems, e.g., when we discuss a problem it should not be what the Consul General might do to correct a situation but what a chief of station should do in a CIA situation. Too many examples were from business corporations and the Department of State rather than from CIA."

"Less on large organization—let us read that but discuss lecture on a less grand scale than agency-wide."

The quoted criticisms, although made by only a few of the participants, are worthy of comment. As the course progressed, our

presentations did not provoke discussions as lively, or candid, or as individually thoughtful as in other Special Management presentations. Typically, the group discussed topics and cases in the abstract, and particularly during the first six or eight days displayed a marked reluctance to attempt to apply doctrine to, or to identify any problems with, their own components or the FE division as a whole. Strong self-identification was evidenced only in defense of divisional procedures. These attitudes were not entirely dispelled until [redacted] presentation on the last day. 25

In response, we underplayed the seemingly-unpopular direct discussion of the participants' problems and attempted instead to accomplish the same purpose indirectly by the introduction of parallel material—cases, lecture notes, and guest presentations pertaining to problems and procedures in other organizations, in the Agency as a whole, or in specific Agency components. The reaction to one guest presentation is illustrative—the class spent much of the period explaining to our guest why the procedures in his office simply could not work in FE. Thus, in a backward way, we partially accomplished our purpose—but at some cost to the total program.

4. Conclusion and Post-Mortem. We undertook this presentation with some reluctance, and encountered some difficulties. We agreed to present the course without an adequate staff [redacted] as Acting School Chief) at a time when the GS 12-14 Basic Supervision course was in progress; and we proceeded without a sufficiently clear knowledge of who the participants would be or what type of coverage was really needed. We attempted to work through the established FE channels, which in this case proved to be unworkable. Finally, we proceeded with only an expression of encouragement and interest from the chief rather than with his active support and attendance (which we had in OMR and OSI), and without the interest and attendance of the division senior operating and administrative staffs (which added so much in the SR division presentation). Yet there had been a request by a number of supervisors for some training and the fact that they could neither clearly identify their own needs nor secure strong administrative and top-level support only made the need for this presentation more obvious. 25

Despite the difficulties and deficiencies, this presentation may have been the most valuable single contribution this staff has made to the Agency to date. In an organization which is the Agency's largest, which is faced with some of the Agency's most difficult problems, and which has not been management conscious, we were able to introduce some new ideas, to stimulate thinking by the supervisors about their problems, to provide answers to a few of these problems, and to whet their appetites for further management and supervisory training. Most of the participants appeared to have enjoyed the experience, they have stated they have benefited from it, and all save one appeared to be interested in additional training. We could do no more.

Attachments

Annex A,B,C,D

[redacted] Chief Instructor, Basic Management 25

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